ANNUAL REPORT
1987 - 1988

AMO ANNUAL CONFERENCE, AUGUST 1988

THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO

89-05654/

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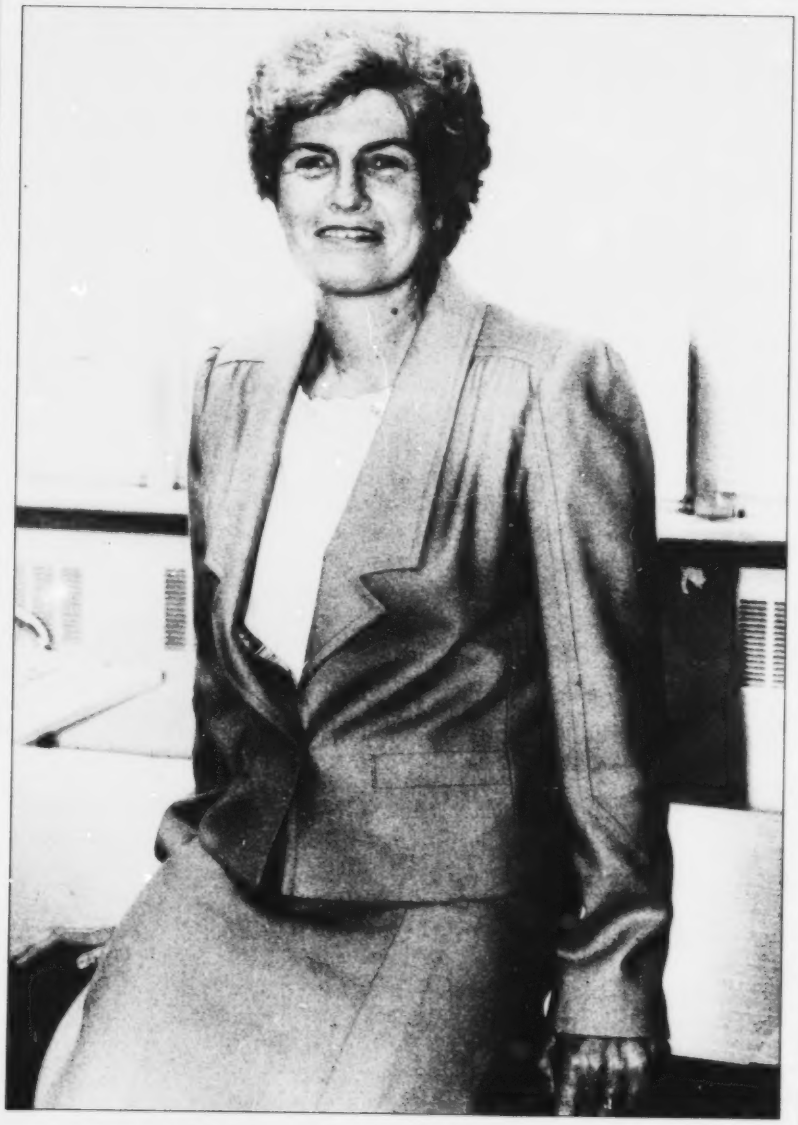


Message From The President

The honour of serving as President of AMO afforded me the unique opportunity to meet and talk with people from all parts of this diverse province. I attended many municipal conferences, seminars and gatherings and could not help but be impressed with the commitment of municipal representatives to their communities. The municipal representatives I met throughout Ontario not only work many hours of behalf of their own communities, but also dedicate considerable time and effort to the betterment of municipal government. The concerns shared with me were often so similar - the urban and the rural, the small and the large. Generally, all municipal people are seeking improved fiscal resources, better roads, sewers, water, fire and police protection, and more authority with respect to local determination. I firmly believe municipal representatives have more interests that unite us than any that may divide.

As a consequence, my belief in the need for one strong united voice and a strong municipal organization to represent municipal interests before provincial and federal governments has been confirmed. It is my hope that as we leave this Conference the solidarity that brings us together is strengthened more than ever.

During the past year there has been a high degree of activity in all aspects of the Association's programs of service to the municipal membership. Existing programs have not only been enhanced, but we have initiated two new membership services to provide municipal governments with the opportunity to save municipal funds. Our work in the area of policy development and promotion has also increased dramatically in terms of output and provincial-municipal consultation.

I intend to address these matters in greater detail in the President's address to the 1988 Annual Conference. However, I would suggest to Delegates that they review two important reports included in the Annual Conference registration kits - "The Annual Report" and "Working for You At Queen's Park". These reports provide an excellent capsulization of AMO activities during the past year.

The past year has been a productive one thanks to our capable staff, the cooperation of the Executive and the Board of Directors, and the cooperation and support of our member municipalities.

I wish to offer all of you the Association's best wishes for the future. May our 1988 Annual Conference also be as stimulating and rewarding as has been my year as President of the Association of Municipalities of Ontario.

Your President,

Doris Brick

Administrative Vice-President's Report

1987-88: THE YEAR AMO DARED TO LOOK INWARD

Introduction

Tradition is that the Administrative Vice-President place before the Annual Conference a brief description on the state of affairs of the Association. This report shall contain the Administrative Vice-President's comments on the current financial condition of the Association and, if required, offers proposals to enhance the administrative effectiveness of the Association in serving the needs of the membership.

Let me begin by saying that 1987-88 has been a significant year in the maturation of AMO. Self-examination has played a key role in many of the changes implemented or proposed. No longer an infant, AMO has progressed through puberty relatively intact. There are many areas still under review, as in any healthy organization, but we are well on our way to adulthood.

As Administrative Vice-President, I am pleased to present the following report to the 1988 Annual Conference.

Administrative Advisory Committee

The Constitution of the Association provides that the Administrative Vice-President shall be responsible for the internal financial and administrative matters of the Association. The Administrative Vice-President acts as chairman of the Administrative Advisory Committee. Serving with me in this regard are six members of the AMO Executive Committee - Doris Brick, President of AMO and Councillor, County of Peterborough, Michael Power, Mayor, Town of Geraldton and First Vice-President of AMO, Vice-Presidents Stephen Clark, Mayor, City of Brockville, Albert Guiler, Clerk, Township of Wainfleet, Trip Kennedy, Administrator-Clerk, Town of Renfrew and William Rice, Chief Commissioner, City of Sudbury, and Immediate Past Administrative Vice-President. The principal function of the Advisory Committee is to oversee the general administration of the Association. For this purpose it develops the preliminary annual budget, membership fee adjustments, and financial strategies for recommendation to the Executive and the Board. The Committee also approves management team recommendations relating to administrative policies and procedures of the Association for submission to the Executive Committee.

This year the Administrative Advisory committee undertook the tasks of development of the 1988 budget recommendations, the review of ongoing financial matters within the Association and a number of other administrative issues.

An extensive review of the budgeting process with recommended changes for the 1989 budget process was also undertaken. These matters will be described later in this report.

Significant and elaborate discussions took place with the Rural Section Executive Committee with respect to the overall structure of the organization and what the future holds for Sections of AMO. These discussions were initiated as a result of various concerns raised by the Executive Committee of the Rural Section. This in turn led to the establishment of the Association Special Review Committee comprised of representatives from the five Sections of the Association together with members of the AMO Executive Committee. The Review Committee reported to the May meeting of the Board of Directors on 1) The composition of the Board of Directors, 2) Annual Meeting Fees, Section Executive Expenses and Remunerations and 3) Direct Section Representation to Government. A more detailed description of the activities of the Review Committee and its recommendations is contained elsewhere in the Annual Report and will be discussed in terms of the proposed amendment to the Constitution to be presented to the Annual Conference.

1989 Budget - Restructuring the Process

On the 1988 conference agenda a constitutional amendment requesting revision of the current budget process will be brought forward. It has been recognized for many years that we are restricting ourselves in our budget process with a fragmented and untimely approach. The current process requires the membership to approve a recommended membership fee change at the August conference, using only the previous year's budget figures and a very early outlook of the future year. This may distort the actual figures, leaving little room for addressing the priorities of the Association's workplan as developed later in the fall during the time of the Board of Directors' deliberations on the budget. This is a condition which everyone in this room would find unworkable if it was applied in your own municipal budget process. The Association is no different.

Therefore, in order to refine this budget process and allow for more realistic numbers to be used, as well as enabling the Board to direct your Association's resources in line with your goals, the following revisions to the budget are proposed:

- *The Sections and the Administrative Advisory Committee develop recommendations on the budget in the summer based on the previous year's actuals as well as a revised current year's budget, if one is necessary.*

- *The Executive Committee would review the budget in the fall with a membership fee change recommendation implemented within the budget process. The Board of Directors would then ratify this budget, reviewing the resources and goals. By year end the new membership fee schedule, as well as the whole of the budget, would be in place for implementation in January of that budget year.*

Other Changes within AMO

As well as the review of the budget process, many questions were raised that required internal review. Discussions took place about the priorities of the Association in terms of membership programs and services, as well as policy development and promotion. This is an ongoing review and an integral part of this has been the development of a special questionnaire to be forwarded to the membership this fall. However, a preliminary sample of the questionnaire will be tested at this Annual Conference. For this purpose we will be asking Delegates to visit the Association's Information Room and to spend the few moments required to complete the sample questionnaire.

On the subject of membership services, special mention must be made of the two important short-term membership programs initiated this last year - the AMO Pay Equity Program and GASAMO. While brief descriptions of the programs are contained elsewhere in the Annual report, I am very

pleased to report that these new and unique programs are not only providing very beneficial services to our members, but are also generating additional revenues for the Association. Although these program benefits represent short-term opportunities, it is our hope that in the future the Association will be able to expand its efforts towards the provision of new and unique programs in membership services. Delegates wishing additional information on these particular programs are encouraged to visit the AMO Information Room. The location and times that the room will be open is contained in your Annual Conference program.

Auditors' Report and Financial Statements

Each Delegate attending the 1988 Annual Conference will have received in the registration kit a copy of the audited financial statements for the year ended December 31, 1987, as prepared by Touche Ross & Co. The General Balance Sheet advises that as of December 31, 1987, current assets total $348,000, comprised of cash, short-term investments, interest and general receivables. Fixed assets, totalling $176,450, represent assets that are capitalized at the time of purchase and depreciated over their useful life, relating to several budget years. Computer hardware and software includes the IBM 36 computer purchased in 1986, and the Local Area Network Computer System installed July 1987. A new Xerox Photocopier was also purchased in December 1987. Under liabilities, Accounts Payable in the amount of $136,700 pertains to expenditures applied to the 1987 fiscal year expended in 1988, and deferred revenue of $20,950 refers to registration fees collected in 1987 in advance of the February 1988 Rural Section (ROMA) Annual Meeting.

In the equity section the following reserves were unchanged from the previous year: Reserve for Education and Association Advancement, Reserve for Equipment Replacement, Reserve for Leasehold Improvements, Reserve for Working Funds, and Reserve for ROMA funds (established under the terms of the 1982 amalgamation). The Reserve for Sick Pay Credits increased by the interest earned on that account and is for a previous sick plan from 1981. Reserve for special projects increased due to revenues received under the social assistance review project, with a small portion of those funds used for temporary contract policy staff.
The general contingency fund contains the excess of revenues over expenditures for 1987 in the amount of $21,000 to be distributed among the reserves post audit. The 1988 budget notes further discuss the application of these funds.

In reviewing the Statement of Revenues and Expenditures for the year, we see a $21,000 excess as opposed to the anticipated balanced budget. Although several areas of overexpenditure occurred in the expenses, these were offset by the increased revenues in general and by the increase of $20,000 in the one-time special grant from the Province of Ontario. This increased revenue is not carried forward into future budget years.

Membership fees increased due to twenty-five new municipal members, seminars generated greater net revenues than expected due to excellent attendance figures, conference revenues were higher, and the aforementioned special project provincial grant all contributed to the overall increase in revenues.

Expenditures were decreased in the area of salaries due to staff turnover, and also in the area of computer depreciation which was originally overbudgeted. Overexpenditures occurred in areas of printing, conferences, some section meeting expenses and general office administrative expenses such as supplies and photocopies. Due to automation changes within the office, many accounts were difficult to budget for in 1987 and 1988 and, therefore, variances occurred.

1988 Budget

The membership fees were increased by 6% as set by the 1987 August conference. All conference fees and other applicable areas in revenues and expenditures were increased by an inflation rate of 5%. The purchases of the LAN computer system and Xerox

photocopier were done with the intention of covering all costs over several budget years within current allocated monies. In general, the budget contained the assumption that no new programs or services would be introduced in 1988 that could be budgeted for in advance. As outlined earlier in my report, two very successful revenue generating programs are under way, GASAMO and Pay Equity; however, budgeting for these programs has been done in isolation due to their temporary nature.

During the budget deliberations in January, every attempt was made to realistically address the financial outlook of the organization. At that time the prepared budget was intended to reflect a very small excess. However, restrictions of the budget process were then in place and as a result certain areas were not addressed (for example overexpenditures that must be carried over from previous years). A revised budget was adopted at the May Board meeting reflecting the influence of the 1987 actuals, as well as a more informed "guesstimate" for 1988 financial occurrences.

Revisions to the budget in May occurred in the following areas: the Provincial grant received by the Association did not include an inflationary increase which was within our budget and, therefore, grants have been decreased by $6,000; membership fees grew due to an overall increase of 15 members; interest earned decreased as more funds were restricted within Fixed Assets purchased; personnel services increased due to the requirement of a temporary contract within the policy area; printing was decreased and section meeting expenses increased based on 1987 actuals. No special grants are anticipated from the province and, therefore, further significant computer purchases were removed from the budget. The bottom line for the 1988 budget reflects a $13,000 deficit which will be covered from the excess of revenues over expenditures from 1987. The balance of any excess will be distributed for reserves for equipment replacement and leasehold improvements. The 1988 Budget is located on the last page of this Annual Report.

Conclusion

As I approach the conclusion of my term of office, I believe that I should add to this document several personal observations on the present state of affairs within the Association as well as possibilities for the future.

As a member of the AMO Executive Committee, and perhaps more importantly as the Administrative Vice-President, I have witnessed a significant change in the maturation of the Association and the growing respect that it has engendered in the minds of the membership, the provincial government and other organizations.

AMO now represents 687 municipal governments out of the 839 in Ontario. Truly, AMO is THE united and principal voice of municipal government in Ontario. However, this fact is not without cost in terms of human and fiscal resources.

I am convinced that the pre-eminence accorded to AMO in recent times and the changed political environment at the province has and will continue to create a political and administrative strain on the organization. I also believe that there is a growing expectation on the part of the membership and ministries of the government that AMO is ready, willing and able to undertake ANY task required of it. The reality of the situation is, of course, that AMO's resource capacity is finite and is presently stretched to the limit with very little hope for expansion. In this regard I want to make it perfectly clear that I am speaking to both the capacity of the volunteer leaders within this Association as well as its fiscal resources.

As I see it, the challenge for the coming year will centre on a full examination and evaluation of the present programs and priorities of the Association in the context of its resources and how it might effectively manage for change. I say change, because it is evident that the futurists were right when they predicted that there will be more changes in the coming decade than there

have been in the first ninety years of the century.

In the final analysis, the question of the continuing role of the Association in the delivery of membership services and as the voice of municipal government in Ontario will have to be answered next year by the Association's membership and by its leadership. To delay addressing necessary decisions will only compound the problem and will make the achievement of appropriate solutions more difficult and more costly.

I have enjoyed my term as Administrative Vice-President; it has been both demanding and rewarding. My sincere appreciation is extended not only to the members of the Advisory Committee, who I named earlier, but also to Mac, Gaile, Bev, Donna, as well as Mark, Sharad, Heather, Gloria and to Robert Fine and the other members of the AMO staff for their ongoing assistance and support. Finally, I would like to acknowledge Essex County Council for their support in allowing me the latitude required to fill this position.

John Curran
Administrative Vice-President

At AMO Board of Directors Meeting, John Gerretsen,
Mayor, City of Kingston and Immediate Past President

AMO Policy Development and Promotion

A distinguished function of the Association is the promotion of the municipal point of view to the provincial and federal levels of government on a wide variety of public issues. The significance of the Association's policy work has been capsulized in the annual conference publication entitled "Working for You at Queen's Park".

Over the past several years the policy function of AMO has evolved in relevance and achievement. The advancement of the Association's credibility as the pre-eminent voice for municipal government in Ontario has introduced a new mode or process into the sphere of provincial policy development. As a consequence there is a growing awareness on the part of many of the role of the Association in the policy function and, therefore, recognition of the advisability and advantage of entering into early consultation with AMO. For example, more government officials are contacting the Association to discuss issues at the early stages of new policy or program changes. AMO has entered into new resourceful joint review procedures, such as that established for the Provincial-Municipal Social Services Review. In other areas there is more reliance on the benefits that may be achieved through informal discussion as opposed to the presentation of formal responses. We have been aware, however, that there have been circumstances during the past twelve months when AMO's willingness to become involved has been declined. The Association does not view these instances as representative of the evolving pattern of provincial and association consultation.

In light of these developments the Association has an obligation to be responsive. However, the Association is also aware that it must be responsive to the requirements of its members. The challenge for AMO in the future lies in the identification and evaluation of program options, in the setting of purposeful priorities and in the planning and management of the policy function. The rapidly changing environment at the municipal, provincial and federal levels requires that this challenge be met by the Association of Municipalities of Ontario.

In the coming months the Association will undertake a close examination of the existing policy development and promotion function for the purpose of preparing new procedures for the identification of membership needs and interests in the intergovernmental arena. A valued part of this examination will be the views of the membership as to how it believes the Association might improve its role in representing municipal government to the public as well as to Queen's Park and Ottawa.

AMO Resolutions: Insight into Municipal Concerns

The resolutions process at the AMO Annual Conference and at Section Annual Meetings provides a valuable insight into current concerns of municipal government. The process of presentation, discussion and decision is an important mechanism for assessing membership policy requirements and possible program directions for the Association.

Last year, over two hundred resolutions were presented to the Annual Conference. Of these, one hundred and forty were adopted by the Conference and the fall meeting of the Board of Directors for inclusion in the final 1987 resolutions book. All resolutions adopted by the Association have been forwarded to the appropriate ministry of the provincial or federal governments.

The resolutions book for the 1988 Annual Conference contains approximately one hundred and ninety resolutions of which twenty-five have already received endorsation by the AMO Board of Directors. Once again, pre-eminent resolutions, as selected by the Legislative and Resolutions Committee, will lead off the resolutions debate at the Annual Conference. Resolutions have been time-slotted for debate by specific category. Those categories which were not debated at last year's annual conference, due to time constraints, are scheduled for first debate at this year's conference following pre-eminent resolutions.

AMO Policy Development

Throughout the year the Association's Board of Directors, Section Executive Committees, standing and special committees examined a broad range of political and administrative questions of importance to its municipal membership. These various levels within the Association's structure are required to examine, develop, consider and implement policy positions on behalf of the Association. Each member municipality of the Association receives a copy of each policy report approved for submission to the provincial or federal governments. In addition, copies of policy newsletters and communications are also forwarded.

Information on the initiatives completed by the AMO are contained, as stated previously, in the Annual Conference document, "Working for You at Queen's Park".

Policy Promotion - "Working for you At Queen's Park"

The Association regards its relationship with the Government of Ontario as the the key component in the achievement of its policy objectives.
Emphasis has been on:

- *establishing contacts with the provincial government*
- *implementing a systematic approach to promoting AMO policy positions*
- *communicating to all municipal members, the government and the public*
- *achieving results*

The following formal policy meetings were conducted during the past year.

October 27, 1987 with the Honourable James Bradley, Minister of the Environment.

November 26, 1987 with the Honourable Joan Smith, Solicitor General.

November 12, 1987 with the Honourable John Eakins, Minister of Municipal Affairs.

December 10, 1987 with the Honourable Chaviva Hosek, Minister of Housing.

February 18, 1988 with the Honourable John Eakins, Minister of Municipal Affairs, the Honourable Joan Smith, Solicitor General and the Honourable

William Wrye, Minister of Consumer and Commercial Relations.

March 8th, 1988 with the Honourable Robert Nixon, Treasurer of Ontario.

March 30th, 1988 with the Premier and Members of the Executive Council of Ontario.

April 14, 1988 with the Honourable John Eakins, Minister of Municipal Affairs.

June 23, 1988 with the Honourable John Eakins, Minister of Municipal Affairs and the Honourable Remo Mancini, Minister without portfolio Responsible for Disabled Persons.

Presentations to Committees of the Legislature

February 22, 1988 to the Standing Committee on Finance and Economic Affairs on pre-budget consultation.

May 17, 1988 to the Standing Committee on General Government on Bill 106 an Act to amend the Municipal Elections Act and the Municipal Act.

June 14, 1988 to the Standing Committee on Social Development on Bill 100 an Act to amend the Education Act re apportionments.

August 9, 1988 to the Standing Committee on the Administration of Justice on Bill 113 an Act to Amend the Retail Business Holidays Act and Bill 114 an Act to amend the Employment Standards Act.

Given the current number of pending issues on the provincial government's agenda, as well as the number of outstanding municipal concerns, 1988-1989 promises to be another eventful year for the Association in development of policy and the promotion of the municipal government viewpoint on public policy and legislation.

AMO Conference Delegates - standing vote

The Association Special Review Committee

The Association Special Review Committee was established in August 1987 to address various concerns identified by the different Section Executive Committees which operate within the AMO organization. The most pressing of these were identified by the Rural Section (ROMA) Executive Committee who had expressed a desire to establish a semi-autonomous organization within the Association's structure. This desire stemmed from concerns with financing arrangements and perceived difficulties with respect to this Section's identity within AMO.

In addition, both the Large Urban Section and the County and Regional Section Executive Committees expressed concern with the current size and composition of the AMO Board of Directors.

In August 1987 a special committee was struck which included the heads of each of the five Sections, as well as the two vice-chairmen of the Rural Section (ROMA), the President, Administrative Vice-President, Past President and Past Administrative Vice-President, the Presidents of the Northwestern Ontario Municipal Association and the Federation of Northern Ontario Municipalities and Michael Smither, Publisher of Municipal World and Honorary Member of AMO.

This committee met on four occasions and examined such issues as the size and composition of the AMO Board of Directors, Annual Meeting Fees, Section Executive Committee expenses, remuneration of Section Executive Secretaries and the issue of Sections having direct representation to government.

Following direct requests for input from each of the five Section Executive Committees, the Association Special Review Committee recommended:

- *That the number of representatives from the Sections increase on the Board of Directors from the current two (with the exception of the Executive Committee) to five from each Section, and that this be accomplished over a one, two or three year period.*
- *That a minimum of one appointed official be appointed by each Section.*
- *That the number of representatives elected at large to the Board of Directors be diminished proportionately, but that the current size of the Board be maintained.*

- *That the appointment of five members at large following the annual conference be discontinued since election by zones provides for geographical representation.*

- *That if the option to phase in the changes in composition is selected, then it is recommended that there be no reduction in the numbers of members-at-large in the first year, but that the five Section appointments be made in place of the five members-at-large appointed following the annual conference.*

- *That the procedures for Section appointments be determined by each of the Sections.*

While the Rural Section (ROMA) supported the County and Regional Section and the Large Urban Section in requesting that the AMO board be reduced to a maximum of 48 persons, the AMO Executive Committee, and ultimately the AMO Board of Directors, voted to retain the current 78 member Board. However, it was recommended that the Board of Directors recommend to the Annual Conference an amendment to the Constitution that would provide simply for the elimination of the five member-at-large appointments made by the Board of Directors following the Annual Conference, and that these five seats be allocated to the Sections of the Association, thereby increasing their appointments from two to three effective in August, 1989.

With respect to the discussion about the annual meeting fees, Section Executive Committee expenses and Executive Secretary remuneration, the Association Special Review Committee recommended giving the Rural Section (ROMA) Executive Committee control over these matters subject to the Section assuming full responsibility for authorizing payment of expenses and remuneration of the Executive Secretary from the conference revenue sums. The Executive Committee and the AMO Board of Directors recommended the retention of the existing system based on information transmitted to the Executive Committee from the Chairman of the Rural Section (ROMA). With respect to Sections making direct representation to government, the Association Special Review Committee recommended that the AMO Executive Committee utilize the Sections through a formalized "lead team" concept. Under such a concept, AMO priorities are set by the Executive Committee and any Section Executive Committee may request designation as a lead team for the pursuit of the Association's objectives in a particular area. A designated Section lead team shall lead all Association representations with Ministries within the designated subject areas. The AMO Executive and Board of Directors supported this particular aspect of the review on the understanding that policies discussed with Ministries are those that have been approved by the Board or the Executive Committee.

Unless re-activated, the Association Special Review Committee work is complete for 1988. Most would agree that reviewing the structure of an organization and undertaking minor changes occasionally is a healthy and useful exercise.

AMO Membership Services

LABOUR RELATIONS PROGRAM

The AMO Municipal Labour Relations System represents a computerized tracking of 72 different jobs and over 30 monetary benefits covering approximately 450 municipalities in the employee categories of administrative-management, clerical-technical, outside-manual and full-time firefighters. As such, the database, the prime purpose of which is to service the collective bargaining information needs of municipal management, represents one of the largest sources of municipal employee remuneration data in Ontario.

The past year saw a computerization change from the Association's mini-computer system to a micro computer system. As a result the database will be able to track a greater number of jobs than the old system was able to accommodate. This expansion is made in recognition of the wide range of multi-task hybrid jobs found in a number of small municipalities.

The conversion will additionally facilitate the reporting of salaries in two ways. First, recipients of the labour relations reports will see a new section entitled "Miscellaneous Jobs Surveyed" in each report. This represents various job titles not normally surveyed but which municipalities have reported to the Association. Second, the program is contemplating adding the capability of reporting through electronic means. In the near future, this could mean that the data is provided to municipalities on floppy diskettes or directly on-line.

Finally, long-range plans are being made to add collective agreement language provisions and arbitration summaries to the database. This will enable cross-comparison of provisions for specific contractual language inquiries and assist municipalities in maintaining a consistency to collective agreements.

Labour Relations News

The Labour Relations News, published periodically, is designed to keep municipalities apprised of developments related to municipal personnel and labour relations practices.

Issues reported generally cover:

- *updates on amendments to labour legislation;*
- *AMO policy positions on labour relations matters;*
- *court decisions affecting municipal labour relations and personnel policies, and;*
- *emerging trends and statistical information in related sectors*

MUNICIPAL ENERGY CONSERVATION PROGRAM (MECP)

The Municipal Energy Conservation Program is a joint effort on the part of the Association and the Ministry of Energy designed to provide Ontario municipalities with information on a wide range of topics highlighting potential energy conservation opportunities.

The information exchange program is divided into two major components. The first component involves an energy advisory service which give specific technical advice on a wide range of energy topics. Smaller municipalities often lack the expertise needed to either initiate or complement already existing energy conservation plans. The advisor can bridge the gap that may exist. Through AMO, the advisor makes referrals on both technical and product services, provides training through seminars and clinics and acts as a liaison with local staff. While the advisor cannot partake in site visits to municipalities that request such a service, he can be used to coordinate seminars or training sessions in particular regions where similar questions or problems have arisen.

The second major component is the bimonthly newsletter, NETWORK. NETWORK provides a forum for municipalities to share and exchange available information that is of interest to other municipalities. NETWORK also highlights available publications on municipal topics, new technologies, and upcoming seminars. Municipalities are actively encouraged to participate and share their conservation experiences by contributing articles to NETWORK.

Along with the printed word, AMO and the Ministry of Energy offer one-day energy management seminars in areas of interest identified by municipalities. Assistance in planning and implementing energy sessions and energy weeks for individual municipalities or groups of municipalities is also available upon request.

Program Activities 1987-1988

Seminars and Conferences

The AMO energy team took to the road this past year, holding half-day sessions on energy management in 15 locations (50,000 km across the province), attended by representatives from more than 210 municipalities. Energy sessions were also presented at major conferences, including the NOMRA, NOMA and ROMA annual conferences. Approximately 500 delegates of the AMO and ROMA annual conference attended energy walk-in clinics that provided energy management ideas for municipalities.

Grants and the Small Municipalities' Advisory Service

Thanks to the legwork of the AMO energy team the Small Municipalities' Advisory Service, designed to help municipalities with populations under 50,000 apply for grants under the Municipal Oil Conversion and Energy Conservation Program (MOCECP), handled more inquiries than ever before. In the past six months before the program was halted on October 2, 1987, MECP staff actively worked with the Ministry of Energy to find a replacement Program. MOCECP grant applications submitted by small municipalities doubled to over 200.

Policy Direction

In addition to the regular services provided by the MECP program, the energy staff have been working with AMO committees to develop policy on energy issues. The newly established GASAMO program was a result of an initiative started at the Municipal Development Committee. As well, such matters as the Energy Efficiency Act, Energy Contingency Planning and the Municipal Energy Building Guidelines Committee were all handled through AMO's Energy Program.

NETWORK

NETWORK, AMO's bi-monthly publication on energy management, continues to exhibit tremendous growth with circulation now close to 13,000 copies per issue. The publication, distributed to energy managers in the public and institutional sectors throughout Ontario and North America, has shifted its focus in part to report on technologically advanced projects from around the world, and has now focussed in on energy policy, such as the effects of the Free Trade Agreement on the energy sector in Canada. NETWORK continues to spread good energy advice, enhancing AMO's dedication to energy management matters.

NEW MEMBERSHIP SERVICES

AMO PAY EQUITY PROGRAM

In January 1988 the provincial government proclaimed the Pay Equity Act of Ontario, thus setting into motion the requirement for employers in Ontario, both the public and private sector, to ensure that female and male jobs of equal value are paid the same even though the jobs may be dissimilar in regard to their duties and responsibilities. In practical terms, the legislation requires all municipalities, regardless of their size, to develop, post and implement pay equity plans.

Each plan must:

1) identify female and male predominant jobs;
2) compare female to male jobs using a gender-neutral comparison system;
3) determine which jobs are equal in value, and;
4) barring any exceptions or exclusions under the Act, assess the wage adjustment to be made.

The legislation gives each municipality until January 1, 1990 to develop and post plans. A municipality then has from January 1, 1990 to January 1, 1995 to complete all required wage adjustments at a minimum rate of 1% of payroll per year.

To assist small municipalities with fewer than 50 full-time employees and populations under 10,000 to meet the requirements of the legislation, AMO has created the AMO Pay Equity Program which is divided into three stages.

a) **Job Description Kit:**

As a prelude to job evaluation a package of job descriptions specifically relating to jobs in small municipalities is provided. This consists of 29 generic job descriptions written in a specific format to assist municipalities in ensuring that their job descriptions are in proper order before any evaluation takes place. Using the generics, a municipality can tailor them to suit its own unique positions. The main purpose of the kit is to substantially reduce the time a municipality would otherwise have to spend writing descriptions from scratch.

b) **AMO Job Evaluation System:**

The job evaluation system provides an overall point rating plan that measures the factors of skill, effort, responsibility and working conditions for each job. These are the factors required by legislation to be measured. The format and compensable sub-factors measured by the system match those of the job description kit.

Using the generic/tailored job descriptions, the municipality simply picks appropriate factor levels from a continuum of predefined levels. The choices made for each job and incumbent data is then sent to AMO.

c) **AMO Computerized Pay Equity Analysis:**

Using a special computer system specifically designed for the program, an analysis is conducted. The analysis takes into account all of the conditional factors specified by the legislation

such as gender predominance, exclusions and exceptions, appropriate comparison matching, and required wage adjustments.

The results are sent to the municipality in the form of a comprehensive series of charts and graphs depicting the structure of the municipality, where adjustments are to be made and the effect on total payroll.

The final portion of the analysis provides to the municipality a pay equity plan that is ready for posting in the workplace and that identifies all information required by the legislation to be disclosed.

At this writing 164 municipalities are part of the Association's program.

GASAMO - FLAME THROWING SAVINGS TO AMO MUNICIPALITIES

It has been a hectic year for GASAMO, AMO's bulk purchasing natural gas consortium. Since signing an agreement with Gas Purchase Direct Limited in March of this year, AMO has been besieged with over 1000 phone calls and 200 letter inquiries. With savings potential in the area of 20%, municipalities heeded the call and signed up at an amazing pace.

To date over 220 municipalities and public institutions have signed with GASAMO. This represents approximately $32 million dollars worth of natural gas, and an annual savings for municipalities in excess of $6.5 million dollars in the first year. This is the first real impact of such a Program but there clearly are others.

To begin with, the Association's program, because it has been offered to other agencies and non-profit institutions, has been working to improve services to other institutions in a given municipality. Hospitals, school boards, non-profit housing institutions and other social agencies will have dollar savings because of GASAMO. This reflects well on AMO and the municipalities involved , and most importantly, should result in improved services to residents of the municipalities in question.

Secondly, the creation of GASAMO has led to tremendous media coverage, not only in Ontario, but throughout the world. Newspapers around the province have covered our activities, not only assisting in the promotion of GASAMO, but also in clarifying aspects of the Program. We have received television coverage, initially on the national level through a story on CBC's Venture, and also on local newscasts throughout Ontario.

GASAMO and the Association have been mentioned in the Alberta Hansard, with questions being raised regarding the impact on Alberta should our Association recommend purchasing gas in Saskatchewan. In Western Canada it has received front page coverage on Gas Daily and Oil Weekly. Other North American publications include Municipal World, MacLeans, The Financial Post, and the Globe and Mail's Report on Business. GASAMO has also been covered in the U.S. The rest of the world knows of this Association as well. GASAMO was featured in an article in Petroleum Argos, a London, England-based oil and gas magazine. All this media coverage has acted to enhance the credibility of this Association and demonstrates to the world the innovative steps being taken to create bulk purchasing savings for our members.

The Association filed a brief with the Ontario Energy Board at their latest hearing to keep the provincial government updated on our activities.

If you haven't already joined GASAMO, your municipality has until August 31st to do so. Your participation would be more than welcome and would do your municipality, its residents, and AMO a lot of good.

The Last Picture Show

AMO CONFERENCES AND SEMINARS

"Don't tie up with your tongue
what you can't undo with your teeth."

- Councillor Evelyn Bell-Meyer,
  Blind River

1987 AMO ANNUAL CONFERENCE

August 24th to 27th
Royal York Hotel, City of Toronto

Attendance (Municipal Representation)

	Delegates	Municipalities
Cities	246	47
Towns	346	101
Villages	45	24
Townships	367	162
Regions	37	9
Counties	119	22
Improvement Districts	4	2
	1,164	367
Companions	449	
Visitors	56	
Total Registered	1,669	

COUNTY AND REGIONAL SECTION ANNUAL MEETING

October 18th to 21st, 1987
Holiday Inn, City of London

Shirley McHardy (centre), Reeve, Town of Ridgetown; Doreen Hostrawser (left), Reeve, Village of Arthur; and Bob Foulds, Administrator-Clerk, County of Kent and Member of the County and Regional and Regional Section Executive.

RURAL SECTION (ROMA) ANNUAL MEETING

February 7th to 10th, 1988
Royal York Hotel, City of Toronto

Roy Pennington, Reeve, Township of Culross, and Tom Cunningham, Reeve, Township of Hullett and Member, Rural Section (ROMA) Executive.

SMALL URBAN SECTION (OSUM) ANNUAL MEETING

May 4th to 6th, 1988
The Victorian Inn, City of Stratford

NORTHERN SECTION

NORTHWESTERN ONTARIO MUNICIPAL ASSOCIATION (NOMA) ANNUAL MEETING

May 5th to 7th, 1988
Red Dog Inn, Town of Fort Frances

FEDERATION OF NORTHERN ONTARIO MUNICIPALITIES (FONOM) ANNUAL MEETING

May 12th to 14th, 1988
Northern College, Town of Kirkland Lake

NOMA Conference, Lloyd Hodges (left), Reeve, Township of Atwood, and Michael Power, Mayor, Town of Geraldton and President, NOMA

LARGE URBAN SECTION ANNUAL MEETING

June 15th to 17th, 1988
Novotel Hotel, City of North York

Helen Cooper, Alderman, City of Kingston
and David Burr, Mayor, City of Windsor

LOT LEVIES SEMINAR

November 20th, 1987
Toronto Airport Skyline Hotel

Session Topics

- *Lot Levies: Current State Of The Art*
- *Front-End Financing*
- *Legislation For The Future*

AFFORDABLE HOUSING SEMINAR

June 24th, 1988
Toronto Airport Marriott Hotel

Session Topics

- *Approval Process*
- *Development Standards*
- *Lot Levies*
- *Non-Profit Housing*

Reflections From the Executive Director

The legitimate object of government is to do for a community of people whatever they need to have done, but cannot do at all in their separate and individual capacities.

- Abraham Lincoln (1809-1865)

Most human organizations that fall short of their goals do so not because of stupidity or faulty doctrines, but because of internal decay and rigidification. They grow stiff in the joints. They get in a rut. They go to seed.

- James Gardner

There is nothing permanent except change.

- Heraclitus (540-475 B.C.)

Pontifical? Pretentious? Perhaps. However, since foregoing quotations form principal elements of this year's Annual Report, they appear to be appropriate inclusions for the occasion. And although they stand on their own, comment is required to place them into the context of the Association.

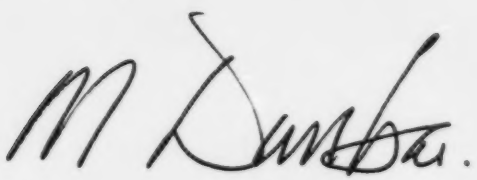
While the first quotation addresses the objects of government, it also speaks most clearly to the reasons for the existence of organizations such as AMO. In 1899, 26 municipal representatives from 14 municipalities, met in the City of Hamilton to create your Association. During the past year, more than 200 municipal volunteers from 687 member municipalities joined in the dynamic process of group decision-making on behalf of municipal government in Ontario. Municipal representatives participate on the AMO Board of Directors, Section Executive Committees and on the committees of the Association. When you add the foregoing to the participation of members at Section Annual Meetings, seminars and the AMO Annual Conference, it stands as an awe-inspiring tribute to the dedication of municipal representatives in serving the municipal governments and the Association.

If Mr. Gardner is right that internal decay and rigidification are the cause of the failure of human organizations to meet their objectives, then the membership of the Association has no reason for fear. AMO has not been in a rut. Nor has it grown stiff in the joints, and it certainly hasn't gone to seed. Perhaps no other organization of any consequence has pondered more over its structure and operation than has AMO. Since 1982, the year that the new Association came into being, there have been two major reviews for this purpose. The foregoing, together with other initiatives, have resulted in worthwhile improvements to the

organizational structure and the program functions of the Association. It is evident that the qualities of municipal representation within AMO will continue to demand that it be constant in its sensitivity to the interests and requirements of its membership. However, the question is, "Have the changes been sufficient to meet present and future circumstances?"

Things do change. The challenge is in the acceptance and understanding of how things have changed. It has been suggested that people actively involved in carrying through processes, particularly in the political or the association milieu, tend only to see what they see. While certain conditions may be pointed out, the whole picture is really incomplete until a comprehensive perspective is provided. Notwithstanding this, the natural temptation in any human endeavour is to set courses of action based on immediate perceptions. It is, however, important to the process that all views be taken into account.

During the past year, the Board of Directors and the administration of the Association have faced a range of changing circumstances and challenges. In each instance, appropriate and positive action was taken to meet the problem of the moment. However, what has emerged in recent months is a growing awareness that past practices, no matter how comfortable and secure, may not provide adequate responses in the future. If the Association is to remain relevant and retain the mandate accorded to it by the membership, then it must continue to address, prepare and accept the certainty of change in a positive yet direct way.



MacDonald Dunbar
Executive Director

AMO Committees

1987-1988 BOARD OF DIRECTORS

Executive Committee

President
Doris Brick, Councillor, County of Peterborough

Administrative Vice-President
John Curran, Administrator-Clerk, County of Essex

First Vice-President
Michael Power, Mayor, Town of Geraldton

Vice-Presidents
Stephen Clark, Mayor, City ofBrockville
Albert Guiler, Clerk-Treasurer, Township of Wainfleet
John Harrison, Councillor, Township of Delhi
Grant Hopcroft, Alderman, City of London
Trip Kennedy, C.A.O., Town of Renfrew

Section Representatives
Bill Hanly, Clerk-Administrator, County of Huron and Chairman, County and Regional Section (ACRO)
Bill Wyatt, Mayor, Town of Port Hope and Chairman, Small Urban Section (OSUM)
Howard Moscoe, Controller, City of North York and Chairman, Large Urban Section
Joe Mavrinac, Mayor, Town of Kirkland Lake and Chairman, Northern Ontario Section (FONOM/NOMA)
John Newton, Reeve, Township of Mulmur and Chairman, Rural Section (ROMA)

Immediate Past President
John Gerretsen, Mayor, City of Kingston

Immediate Past Administrative Vice-President
William Rice, Chief Commissioner, City of Sudbury

Members-at-large
Manuel Antunes, Deputy Reeve, Town of Wasaga Beach
Grant Armstrong, Personnel Director, City of Nepean
David Barrett, Clerk, City of Welland
Carl Bateman, Administrator, Clerk/ Treasurer, County of Hastings
Bruce D. Bayne, Clerk-Administrator, City of Orillia
Graham W. Bell, Reeve, Township of Marmora and Lake
Helen Bell, Mayor, Township of Glanbrook
Albert Bouwers, Mayor, Township of Osgoode
Harold Bruce, Councillor, County of Victoria
David Burr, Mayor, City of Windsor
Marjorie Carroll, Mayor, City of Waterloo
George Cook, Commissioner of Housing, City of Toronto
Helen Cooper, Alderman, City of Kingston
Morris Darby, Reeve, Township of Tiny
Leo Del Villano, Alderman, City of Timmins
Ron Eddy, Clerk/Administrator, County of Middlesex
Maurice Fraser, Director of Social Services, Regional Municipality of Niagara
Susan M.V. Geurts, Deputy Reeve, Town of Cobourg
Barbara Horner, Councillor, County of Lambton
Calvin Innes, Councillor, County of Perth
Sally Laine, Councillor, Town of Geraldton
Jean-Marc Lalonde, Mayor, Town of Rockland
John A. MacDonald, Manager of Office Services, City of Thunder Bay
Archie MacRobbie, Reeve, Township of Puslinch
William McLean, Mayor, Town of Ajax
Janet Mitchell, Councillor, Town of Oakville
William Murdock, Councillor, County of Grey
Nancy Myers, Reeve, Township of O'Connor

Members-at-Large Cont'd...

Karl Nevin, Councillor, County of Middlesex
Eileen Palmer, Mayor, Town of Goderich
Richard Picherack, Commissioner of Community Services, Municipality of Metropolitan Toronto
Arthur J. Pope, Commissioner of Social Services, Regional Municipality of Ottawa-Carleton
Nancy Porteous, Regional Councillor, City of Brampton
Michael Sanzosti, Alderman, City of Sault Ste. Marie
Pamela Sheldon, Councillor, Town of Halton Hills
Bruce Sinclair, Councillor, Municipality of Metropolitan Toronto
Robert W. Small, Administrator/Clerk, Township of Oro
Anthony Stranak, Reeve, Town of Dresden
Ben Straughan, Administrator, City of Barrie
David A. Tilson, Councillor, Town of Orangeville
Alan Tonks, Mayor, City of York
Bill Vrebosch, Reeve, Township of East Ferris
Kelvin Winkler, Mayor, Town of Kenora
Andy Woodburn, Alderman, City of Brantford
Helen Wursta, Councillor, City of Etobicoke

SECTION APPOINTMENTS

County and Regional Section
Lloyd Bryson, Councillor, County of Lambton
Ron Book, Councillor, Regional Municipality of Niagara

Large Urban Section
Michael Bradley, Alderman, City of Sarnia
Rob Forbes, Alderman, City of Burlington

Northern Ontario Section (FONOM/NOMA)
Don Parfitt, Mayor, Town of Keewatin
Roger Taylor, Mayor, Town of Elliott Lake

Rural Section (ROMA)
Ron MacDonell, Reeve, Township of Lochiel
Mabel Dougherty, Reeve, Township of Onondaga

Small Urban Section (OSUM)
Janet Golding, Mayor, City of St. Thomas
Eileen Smith, Councillor, Town of Simcoe

AFFILIATE APPOINTMENTS

AMCTO
John Callan, Chief Administrative Officer, Town of Dryden and President
Gary F.Y. Roseblade, Town Clerk, Town of Markham and First Vice President (alternate)

AMTCO
Timothy Dwyre, Tax Collector, City of Oshawa and President
Don O'Neill, Deputy Treasurer and Tax Collector, City of Trenton and Past President (alternate)

MEA
Gerry Desjardins, Director of Planning, Control and Development, Metropolitan Toronto and President
Walter Coulter, Engineer, City of Chatham and First Vice-President (alternate)

OMAA
Allan M. Jackson, City Administrator, City of Sault Ste. Marie and President
Hugh Thomas, City Manager, City of Chatham and First Vice-President (alternate)

OMPA
John Kentner, Director of Personnel, City of Guelph and President
George Metcalfe, Past President (alternate)

Affiliate Appointments Cont'd...

OMSSA
- *Garry Cubitt, Commissioner of Social Services, Regional Municipality of Durham and President*
- *Catherine G. Francis, Administrator of Social Services, Regional Municipality of Niagara and Past President (alternate)*

SDMRO
- *Barbara Quarry, Marketing and Information Services Supervisor, City of Kitchener and Vice-President*
- *David Saad, Assistant Recreation Director, City of North Bay and Past President (alternate)*

MFOA
- *George Clarke, Treasurer, City of Toronto and Chairman*
- *Jack L. Gartley, Commissioner of Finance, Regional Municipality of Durham and Past Chairman (alternate)*

SECTION EXECUTIVE COMMITTEES

County and Regional Section - 1987/1988

Chairman
- *Bill Hanly, Administrator-Clerk-Treasurer, County of Huron*

First Vice-Chairman
- *Lloyd Bryson, Councillor, County of Lambton*

Second Vice-Chairman
- *Brad Clements, Councillor, Regional Municipality of Halton*

Immediate Past Chairman
- *Ron Book, Councillor, Regional Municipality of Niagara*

Members
- *Eldon Bell, Warden, County of Simcoe*
- *Milton Bellamy, Councillor, County of Grey*
- *Bob Foulds, Administrator-Clerk, County of Kent*
- *Allan Holmes, County Engineer, County of Wellington*
- *Maurice G. Lamoureux, Councillor, Regional Municipality of Sudbury*
- *D. James McLaughlin, Councillor, United Counties of Leeds and Grenville*
- *Jack Morris, Councillor, County of Essex*
- *U. Robert Seguin, Councillor, County of Renfrew*
- *Ken Seiling, Chairman, Regional Municipality of Waterloo*
- *Bryce H. Young, Councillor, County of Victoria*

Large Urban Section - 1987/1988

Chairman
- *Howard Moscoe, Controller, City of North York*

First Vice-Chairman
- *Michael Bradley, Alderman, City of Sarnia*

Second Vice-Chairman
- *Ted Bounsall, Councillor, City of Windsor*

Immediate Past Chairman
- *Rob Forbes, Alderman, City of Burlington*

Members
- *Peter Atcheson, Director of Planning, City of Brantford*
- *Liz Behrens, Alderman, Town of Oakville*
- *Gary Bloor, Alderman, City of York*
- *Richard Donnelly, Alderman, City of North Bay*
- *Tom Gosnell, Mayor, City of London*
- *Jack Masters, Mayor, City of Thunder Bay*
- *Marilyn Mushinski, Councillor, Municipality of Metropolitan Toronto*
- *Allan Pilkey, Mayor, City of Oshawa*
- *Charles Sim, Commissioner of Physical Environment, City of Ottawa*
- *Charles Swift, Alderman, City of Sault Ste. Marie*

Northern Ontario Section (FONOM/NOMA) - 1987/1988

Chairman
- *Joe Mavrinac, Mayor, Town of Kirkland Lake*

Section Executive Committees Cont'd...

Members
- *Gord Armstrong, Mayor, Town of Rainy River and NOMA First Vice-Chairman*
- *Bev Bennetts, Clerk, Town of Kirkland Lake*
- *Pierette Blok, Reeve, Township of Black River-Matheson and FONOM First Vice-President*
- *John MacDonald, Co-Ordinator of Office Services, City of Thunder Bay*
- *Don Parfitt, Mayor, Town of Keewatin and NOMA Past President*
- *Michael Power, Mayor, Town of Geraldton and NOMA President*
- *Roger Taylor, Mayor, Town of Elliott Lake and FONOM Past President*

Rural Section (ROMA) - 1987/1988

Chairman
- *John Newton, Reeve, Township of Mulmur and Warden, County of Dufferin*

First Vice-Chairman
- *Ronald MacDonell, Reeve, Township of Lochiel*

Second Vice-Chairman
- *Mabel Dougherty, Reeve, Township of Onondaga*

Immediate Past Chairman
- *Clarence Abbott, Mayor, Township of Norfolk*

Executive Secretary
- *Ken Rose, Executive Secretary, Rural Section (ROMA)*

Members
- *George Blyth, Reeve, Township of Cramahe*
- *Mary Cooper, Councillor, Township of Osgoode*
- *Thomas J. Cunningham, Reeve, Township of Hullett*
- *Michel DeCaen, Mayor, Town of Sturgeon Falls*
- *Howard Gibbs, Reeve, Township of Olden*
- *Ernie Hardeman, Councillor, Township of South-West Oxford*
- *Elizabeth Marlin, Clerk-Treasurer, Village of Iroquois*
- *Al Pelletier, Clerk, County of Simcoe*
- *Allan Roder, Reeve, Township of Warwick*
- *James L. Wales, Reeve, Township of Tosorontio*

Small Urban Section (OSUM) - 1987/1988

Chairman
- *Janet Golding, Mayor, City of St. Thomas*

First Vice-Chairman
- *Bill Wyatt, Mayor, Town of Port Hope*

Immediate Past-Chairman
- *Pat McIssac, Alderman, City of Orillia*

Executive Secretary
- *Bryan W. Baxter, Clerk-Administrator, Town of Cobourg*

Members
- *Ed Alexander, Alderman, City of Brockville*
- *W. Bud Bates, Clerk-Administrator, Town of Lindsay*
- *Donald Huggins, Treasurer/Administrator, Township of Delhi*
- *David Low, C.A.O., Town of Ajax*
- *Charles Mann, Mayor, Town of Kincardine*
- *Bill Mickle, Reeve, Town of Exeter*
- *Ron Schulthies, Administrator-Clerk, City of Stratford*
- *Walter Scudds, Reeve, Village of Hastings*
- *Gus Sicoli, Councillor, Town of Elliot Lake*
- *Eileen Smith, Councillor, Town of Simcoe*
- *Gerry Teahen, Mayor, Town of St. Marys*

AMO COMMITTEES - 1987-1988

Legislative and Resolutions

Chairman
- *John Harrison, Councillor, Township of Delhi*

Vice-Chairman
- *Jim Wales, Reeve, Township of Tosorontio*

Legislative & Resolutions Committee Cont'd...

Members

David Barrett, Clerk, City of Welland
Harold Bruce, Councillor, County of Victoria
Karen Chan, Manager of Children's Services, Region of Halton
Morris Darby, Reeve, Township of Tiny
John DeSanto, Manager of Tax Arrears, City of Toronto
Richard Donnelly, Alderman, City of North Bay
Mabel Dougherty, Reeve, Township of Onondaga
Maurice Engels, Administrator, City of London
Bob Foulds, Administrator, County of Kent
Norm Gamble, Commissioner of Administration, City of Cambridge
Barbara Horner, Councillor, County of Lambton
David Hall, Administrator, City of Peterborough
Doug Hubbell, County Engineer, County of Grey
Allan Jackson, City Administrator, City of Sault Ste. Marie
Archie MacRobbie, Reeve, Township of Puslinch
Joe Mavrinac, Mayor, Town of Kirkland Lake
Patricia McIsaac, Alderman, City of Orillia
Howard Moscoe, Controller, City of North York
Bill Murdoch, Councillor, County of Grey
Nancy Porteous, Councillor, City of Brampton
Michael Power, Mayor, Town of Geraldton
Milt Sather, Chief Administrator, City of Guelph
Robert Small, Administrator/Clerk, Township of Oro
Robert Seguin, Councillor, County of

Fiscal Policy

Co-Chairmen

Grant Hopcroft, Alderman, City of London
Bob Rooks, Director of Finance, City of Burlington

Members

Manuel Antunes, Deputy-Reeve, Town of Wasaga Beach
Carl Bateman, Administrator-Clerk-Treasurer, County of Hastings
Eldon Bell, Councillor, County of Simcoe
Milton Bellamy, Councillor, County of Grey
Gary Bloor, Alderman, City of York
David Burr, Mayor, City of Windsor
R. Alan Claringbold, Treasurer, Town of Whitby
George Clarke, Commissioner of Finance & City Treasurer, City of Toronto
Tom Cunningham, Reeve, Township of Hullett
Michael DeCaen, Mayor, Town of Sturgeon Falls
Tim Dwyre, Tax Collector, City of Oshawa
Ron Eddy, Reeve, Township of South Dumfries
Jack Gartley, Commissioner of Finance, Regional Municipality of Durham
David Hipgrave, Director, Management Services Department, Metropolitan Toronto
Calvin Innes, Councillor, County of Perth
Sally Laine, Councillor, Town of Geraldton
Jayne McCutcheon, Treasurer/ Administrator, Township of North Dumfries
Bill Mickle, Reeve, Town of Exeter
Andy Nellestyn, Alderman, City of Kanata
Ron Schulthies, Clerk-Administrator, City of Stratford
Gary Shay, Manager of Revenue and Tax Collector, City of London
Vic Silgailis, Director of Engineering, Regional Municipality of Durham
George Skirda, Treasurer, Regional Municipality of Sudbury
Hugh Thomas, City Manager, City of Chatham
Brian Wrigglesworth, Director of Parks and Recreation, Town of Markham

Labour Relations

Co-Chairmen

Marjorie Carroll, Mayor, City of Waterloo

Labour Relations Committee Cont'd...

George Metcalfe, Past President, Ontario Municipal Personnel Association

Members

Clarence Abbott, Mayor, Township of Norfolk
Grant Armstrong, Personnel Director, City of Nepean
Liz Behrens, Councillor, Town of Oakville
Cliff Belch, Chief Administrative Officer, City of Belleville
Graham Bell, Reeve, Township of Marmora Lake
Hugh Cook, Chief Administrative Officer, City of Cornwall
Helen Cooper, Alderman, City of Kingston
Rick Frost, Chief Administrative Officer, Regional Municipality of Peel
Ray Funnell, City Engineer, City of Guelph
Susan Geurts, Deputy Reeve, Town of Cobourg
Terry Hallman, Commissioner of Personnel, City of Waterloo
Donald Huggins, Treasurer/Administrator, Township of Delhi
John Kentner, Director of Personnel, City of Guelph
Charles Mann, Mayor, Town of Kincardine
Jim McLaughlin, Councillor, United Counties of Leeds and Grenville
Jack Morris, Councillor, County of Essex
Al Pelletier, Clerk, County of Simcoe
Michael Sanzosti, Alderman, City of Sault Ste. Marie
Ormond Sharpe, Reeve, Township of Red Lake
L.J. Sherratt, C.A.O., Town of Kirkland Lake
Anthony Suprun, Social Services Commissioner, Regional Municipality of Haldimand-Norfolk
Kelvin Winkler, Mayor, Town of Kenora

Municipal Development

Co-Chairmen

Albert Bouwers, Mayor, Township of Osgoode
Jim Coughlin, Director of Planning, City of St. Catharines

Members

Peter Atcheson, Planning Director, City of Brantford
Howard Gibbs, Reeve, Township of Olden
Allan Holmes, County Engineer, County of Wellington
Jassie Khurana, Director, Facilities Management Division, City of Toronto
Lyle Love, Chief Administrative Officer, City of Owen Sound
Elizabeth Marlin, Clerk-Treasurer, Village of Iroquois
Claudette Millar, Mayor, City of Cambridge
Art Mushlian, Superintendent of Operations, City of Burlington
Larry Morrow, Director, Parks and Recreation, Town of Whitby
Karl Nevin, Councillor, County of Middlesex
John Nigh, Clerk, City of Scarborough
Manuel Novoa, Director of Municipal Services, Town of Onaping Falls
John Robinson, Acting Director of Community Development, City of Hamilton
Lou Romano, Director, Pollution Control, City of Windsor
Walter Scudds, Reeve, Village of Hastings
Thomas Shaffik, Director of Engineering and Planning, Town of Wallaceburg
Pamela Sheldon, Councillor, Town of Halton Hills
Bob Sones, Director of Recreation, City of Niagara Falls
Tony Stranak, Reeve, Town of Dresden
Janice Tivy, Clerk, Town of Kenora
Nick Tunnacliffe, Director, Policy and Program Division, Planning Department, Regional Municipality of Ottawa-Carleton
George Voth, Chief Administrative Officer, Town of Niagara-on-the-Lake
Wendy Wright, Director of Development, Regional Municipality of Waterloo
Bryce Young, Councillor, County of Victoria
Stirling Zeran, Clerk, Village of Tottenham

Social Development

Co-Chairmen

Bill McLean, Mayor, Town of Ajax
Art Pope, Commissioner of Social Services, Regional Municipality of Ottawa-Carleton

Members

Ed Alexander, Alderman, City of Brockville
Ted Bounsall, Councillor, City of Windsor
Charlie Charlebois, Alderman, City of Cornwall
Brad Clements, Councillor, Regional Municipality of Halton
Mary Cooper, Councillor, Township of Osgoode
Garry Cubitt, Director of Social Services, Regional Municipality of Durham
Leo Del Villano, Alderman, City of Timmins
Sam Gamble, Municipal Councillor, Timiskaming Board of Health, Town of Kirkland Lake
Timothy Jones, Councillor, Town of Aurora
Philip Johnston, Commissioner of Social Services, Regional Municipality of Waterloo
Ray Lazanik, General Manager of Metro Social Services, Metropolitan Toronto
Shirley McHardy, Reeve, Town of Ridgetown
Mark Mieto, Director of Health and Social Services, Regional Municipality of Sudbury
Jack Nolan, Administrator, Grey-Owen Sound Social Services
Garry Norris, Councillor, Township of Jaffray and Melick
Hilary Payne, Chief Administrative Officer, City of Windsor
Richard Picherack, Commissioner of Community Services, Metropolitan Toronto
Allan Roder, Reeve, Township of Warwick
Roger Taylor, Mayor, Town of Elliot Lake
Ken Seiling, Chairman, Regional Municipality of Waterloo
Gus Sicoli, Councillor, Town of Elliot Lake
Keith Ward, Director, Policy and Development, Regional Municipality of Peel
Alan Wells, Commissioner of Social Services,Regional Municipality of York
Bob Yamashita, Project Manager, Housing Department, City of Toronto

Ad Hoc Committee on Economic Development

Chairman

Stephen Clark, Mayor, City of Brockville

Members

Bruce Bayne, Clerk-Administrator, City of Orillia
Claudette Cain, Alderman, Regional Councillor, City of Gloucester
Gary Davidson, Director of Planning and Economic Development, County of Huron
Matt Fischer, President, OIDCI, General Manager, Niagara Region Development Corporation
Karen George, Mayor, City of Brantford
Audrey Green, Mayor, Town of Renfrew
Bart Hildebrand, Director, Industrial Investment Branch, Ministry of Industry, Trade and Technology
Ray Jenkins, Economic Growth Strategy Co-Ordinator, City of London
Gord Johnstone, Business Development Officer, Airport Corporate Centre
Frank Miele, Executive Director, Economic Development, City of Scarborough
John Millson, Alderman, City of Windsor
Janet Mitchell, Councillor, Town of Oakville
Al Walker, Alderman, City of Stratford

Association Special Review Committee

Chairman

Doris Brick, President, AMO

Members

John Curran, Administrative Vice-President, AMO
Mabel Dougherty, Second Vice-Chairman, Rural Section (ROMA)
John Gerretsen, Past President, AMO
Janet Golding, Chairman, Small Urban Section (OSUM)

Association Special Review Committee Cont'd..

Bill Hanly, Chairman, County and Regional Section
Ron MacDonell, First Vice-Chairman, Rural Section (ROMA
Joe Mavrinac, President, Federation of Northern Ontario Municipalities and Chairman of the Northern Ontario Section (FONOM/NOMA)
Howard Moscoe, Chairman, Large Urban Section
John Newton, Chairman, Rural Section (ROMA)
Michael Power, President, Northwestern Ontario Municipal Association and First Vice-President, AMO
Bill Rice, Immediate Past Administrative Vice-President, AMO
Michael Smither, Publisher and Editor, Municipal World

AMO APPOINTMENTS

Freedom of Information and Open/Closed Meetings

Charles Onley, Solicitor, City of North York
John Gerretsen, Mayor, City of Kingston
David Barrett, Clerk, City of Welland
John Cyr, Clerk, City of Ottawa

MISA Technical Committees on the Municipal Sector

Claudette Millar, Mayor, City of Cambridge
Milt Sather, Chief Administrative Officer, City of Guelph

Ministry of Consumer and Commercial Relations/Industry Committee on Siting of Gaseous Transportation Fuel Facilities

Alan Tonks, Mayor, City of York
James Smith, Mayor, Town of Flamborough

Ministry of the Environment Recycling Advisory Committee

Janet Mitchell, Alderman, Town of Oakville
Joe Pantalone, Councillor Metro Toronto

Ministry of Housing Residential Rental Standards Board

Marlene Catterall, Ottawa, Past President, AMO

Ministry of Municipal Affairs Working Group on Municipal Debt Matters

Dick Brophy, Treasurer, City of Chatham
Bob Richards, Treasurer and Commissioner of Finance, Regional Municipality of Peel
Gerry Lawson, Commissioner of Finance, Regional Municipality of Hamilton-Wentworth
J.L. Pickard, Treasurer and Commissioner of Finance, Municipality of Metropolitan Toronto

Ministry of Municipal Affairs Task Force on French Municipal Services

Paul Philion, Regional Clerk, Regional Municipality of Sudbury
John Cyr, Clerk, City of Ottawa

Ministry of Municipal Affairs Working Group on Lot Levies/Front-End Financing

Doris Brick, Councillor, County of Peterborough
Bob Rooks, Director of Finance, City of Burlington
Grant Hopcroft, Alderman, City of London
Joe Rinaldo, Treasurer, Regional Municipality of Halton

Ministry of Revenue Advisory Committee on Assessment Data

David Barrett, Clerk, City of Welland

Minister of Senior Citizens' Affairs Advisory Committee on Extended Care Legislation

Ron Book, Councillor, Regional Municipality of Niagara

Provincial-Municipal Social Services Review Committee

Ron Book, Councillor, Regional Municipality of Niagara, (Municipal Co-Chairman of Committee)
Roger Taylor, Mayor, Town of Elliot Lake
Nancy Smith, Alderman, City of Ottawa
Dick Picherack, Commissioner of Community Services, Metropolitan Toronto

HONOURARY LIFE MEMBERS

Marie Curtis
J. Wilfred Spooner

HONOURARY MEMBER

Michael J. Smither

AMO STAFF

MacDonald Dunbar, Executive Director
Beverly Allen, Director of Policy and Legislative Services
Donna Moyseuik, Director of Communications and Conference Services
Sharad Kerur, Director of Labour Relations and Computer Services
Mark Emery, Manager of Section Services
Gaile Stone, Manager of Financial Services
Heather Bell, Senior Policy Analyst
Carolyn Ellis, Policy Analyst
Philip Ferguson, Policy Analyst
Randy Hodge, Policy Analyst
Margaret Allan, Administrative Officer/Resolutions and Special Projects
Gloria Marchesano, Administrative Officer/Board of Directors and Committees
Jo-Ann Claessen, Secretary to Director of Policy and Legislative Services
Vivienne Coupe, Data Analyst and Secretary to Director of Labour Relations and Computer Services
Camille Nelson, Secretary to the Executive Director and Director of Policy and Legislative Services
Eastlyn Stephen, Secretary for the AMO Legislative and Resolutions Process
Hemdira Matadial, Secretary to the Director of Communications and Conference Services
Gwen Rideout, Secretary to the Manager of Section Services
Vera Megaw, Receptionist

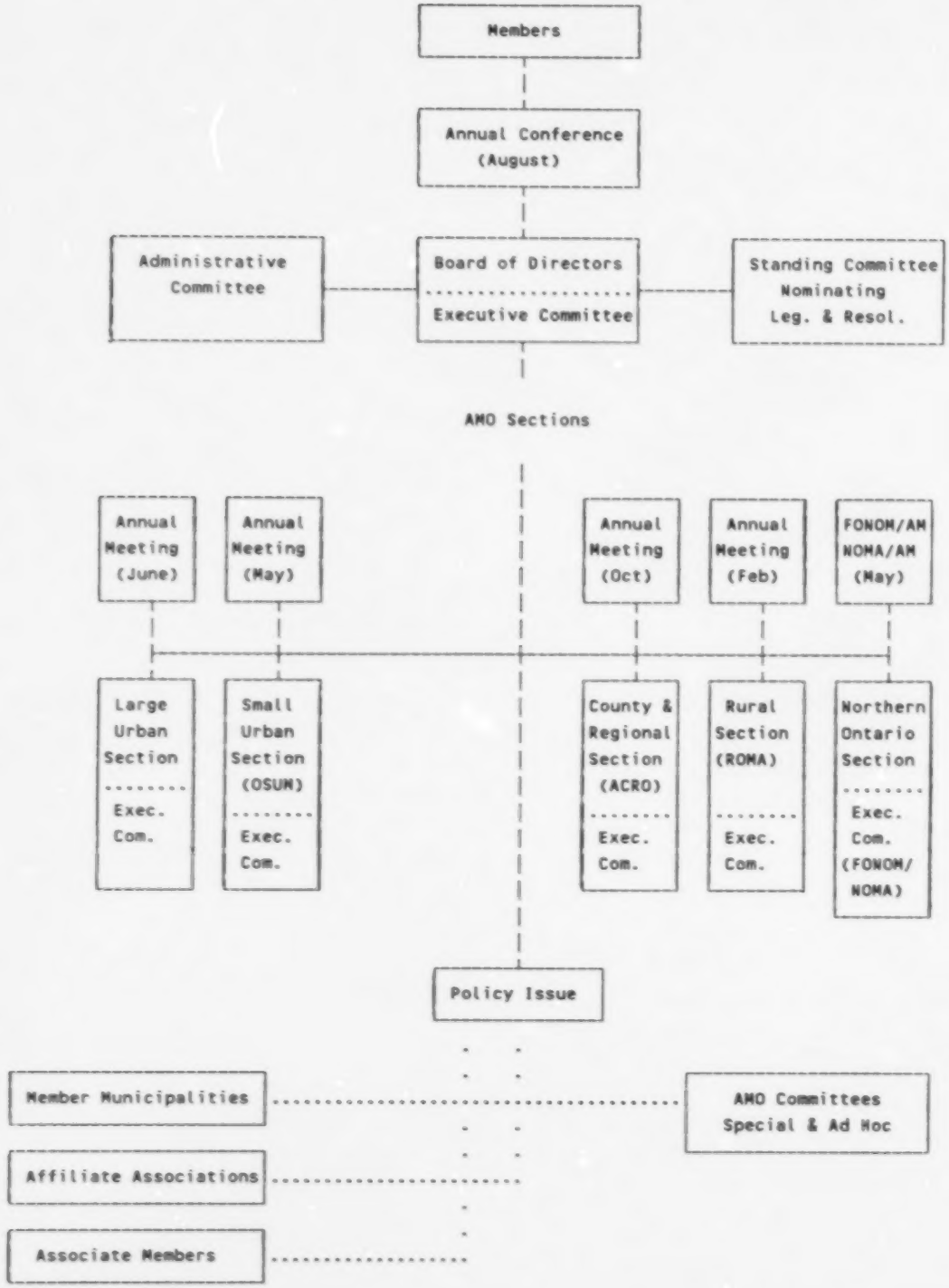
Municipal Energy Conservative Program
Robert Fine, Energy Program Co-Ordinator
Bernhard Picard, Energy Technical Advisor
Sonja Tomic, Network Editor/Energy Program Assistant

Association Of Municipalities Of Ontario
1988 Budget

REVENUES	Actuals 1987	Budget 1988
Membership Fees	$ 678,100.	$ 720,600.
Provincial Grant	120,000.	120,000.
Special Project Grant	35,000.	----
Seminars	41,100.	40,000.
Conference Revenues:		
AMO Central	284,300.	300,000.
County and Regional Section	104,500.	93,000.
Large Urban Section	6,500.	8,000.
Rural Section	103,750.	109,000.
Small Urban Section	2,500.	3,000.
Interest Earned - AMO Central	40,100.	45,000.
- Rural Section	3,900.	4,500.
Other Revenue	2,100.	1,000.
Contract Clients	16,350.	15,150.
TOTAL REVENUES	1,438,200.	1,459,250.
EXPENDITURES BY FUNCTION		
General Association	327,400.	393,945.
Conference/Resolutions	218,600.	207,715.
Labour Relations	84,800.	67,680.
Committees	119,050.	126,060.
Board of Directors	65,450.	62,155.
County and Regional Section	99,750.	97,905.
Large Urban Section	30,700.	30,990.
Northern Ontario Section	9,750.	10,485.
Rural Section	143,800.	141,810.
Small Urban Section	14,100.	18,035.
Total Expenditures by Function	1,113,400.	1,156,780.
EXPENDITURES BY OBJECT (Unallocated)		
Office Services	42,700.	27,450.
Printing (in house)	19,100.	22,000.
Office Maintenance	138,350.	141,075.
Office Communications	69,250.	69,100.
Capital Expenditures	3,200.	2,600.
Seminar Expense	15,950.	15,000.
Computer Purchases/Depreciation	15,250.	39,000.
Total Expenditures by Object	303,800.	316,225.
TOTAL EXPENDITURES	1,417,200.	1,473,005.
EXCESS OF REVENUES OVER EXPENDITURES	$ 21,000.	$ (13,775).

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Structure



The Association

The Association of Municipalities of Ontario is a voluntary municipal organization representing 687 municipalities. The Association's goals and objects are:

- to promote effective municipal government and to improve the general well-being of the citizens of Ontario;
- to enhance the position of municipal government within the total government process;
- to attempt to secure united action among members in dealing with matters of common municipal interest while reflecting the diversity of municipal views;
- to represent members in matters affecting them or the welfare or interest of their citizens when such representation is not contrary to Association policies;
- to consider matters of general interest to municipalities and to promote the enactment of such legislation as may be of advantage to the municipalities of Ontario;
- to represent and assist members in maintaining and furthering municipal autonomy to a degree beneficial to the public interest and to co-operate with any bodies having similar aims;
- to provide an effective avenue for the expression of the municipal viewpoint to other levels of government and appropriate bodies;
- to foster close relationships among the various levels and types of municipalities;
- to foster close relationships between this Association and the associations of municipal appointed officials;
- to provide membership services of benefit to municipal government in Ontario.

The Association's structure is highly representative of its membership. Between conferences, a seventy-eight member Board of Directors governs.

There are five Sections, each with an executive committee, four of which conduct an annual meeting during the course of the year.

- County and Regional Section
- Northern Ontario Section (FONOM/NOMA)
- Small Urban Section (OSUM)
- Large Urban Section
- Rural Section (ROMA)

There are standing and special committees (listed below), which meet regularly and provide advice to the Board of Directors on policy and legislative change, as well as several ad hoc committees and task forces.

- Legislative and Resolutions Committee
- Labour Relations Committee
- Social Development Committee
- Fiscal Policy Committee
- Municipal Development Committee

AMO is assisted by the following affiliated organizations:

- Association of Municipal Clerks and Treasurers of Ontario
- Association of Municipal Tax Collectors of Ontario
- Municipal Engineers Association
- Ontario Municipal Administrators Association
- Ontario Municipal Personnel Association
- Ontario Municipal Social Services Association
- Society of Directors of Municipal Recreation of Ontario
- Municipal Finance Officers' Association of Ontario

At AMO Conference, Hazel McCallion, Mayor, City of Mississauga and Past President, AMO; (left) Norman Puttick, Alderman, City of Niagara Falls